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AUTHOR	Diamond, Robert M., Ed.
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ABSTRACT

This "Field Guide" is designed to help academic leaders in the current climate of change. It provides information and suggestions for action and administrative practice around a range of issues. The first section, "Basis," contains these chapters: (1) "Pressures for Fundamental Reform: Creating a Viable Academic Future" (Alan E. Guskin and Mary B. Marcy); and (2) "Requisites for Sustainable Institutional Change" (Robert M. Diamond, Lion F. Gardner, and Daniel W. Wheeler). Part 2, "Leadership," contains: (3) "Leadership and Change" (Dale W. Lick); (4) "Mission and Vision Statements: An Essential First Step" (William G. Tierney); (5) "Moving Mountains: Institutional Culture and Transformational Change" (Judith A. Ramaley); and (6) "Building on Style for More Effective Relationships and Results" (Robert M. Diamond and Charles M. Spuches). Part 3, "Academics," contains: (7) "Research on Learning and Student Development and Its Implications" (Lion F. Gardner); (8) "Student Development: Monitoring the Quality of Learning and Development" (Lion F. Gardner); (9) "Curricula and Courses: Administrative Issues" (Robert M. Diamond); (10) "Teaching Strategies for the Twenty-First Century" (James Eison); (11) "Technology in the Learning Process" (Wallace Hannum); (12)"Improving Academic Advising: Issues and Action Areas for Campus Leaders" (Franklin P. Wilbur); and (13) "Faculty Development: An Investment for the Future" (Marilla Svinicki). Part 4, "Assessment," contains: (14) "Evaluation and Assessment: An Institutional Context" (Michael Threall); (15) "Academic Program Review" (Jon F. Wergin); (16) "Leadership in Faculty Evaluation" (Michael Theall); and (17) "The Mission-Driven Faculty Reward System" (Robert M. Diamond). Part 5, "Other Issues," contains: (18) "Supportive Financial Systems" (Susan Stetson

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Clarke); (19) "Enhancing Student Learning through Collaboration between Academic Affairs and Student Affairs" (George D. Kuh and Sara E. Hinkle); (20) "Dealing with Technology: Administrative Issues" (Steven W. Gilbert and Stephen C. Ehrmann); and (21) "Diversity Issues" (Joseph H. Silver, Sr.). Part 6, "Position-Specific Issues for Academic Leaders," contains: (22) "The Role of Governing Boards: Issues, Recommendations, and Resources?; (23) "Creating Change: Suggestions for the New President" (Kenneth A. Shaw); (24) "Transforming the Small College: A Challenge for Presidential Leadership" (Eugene Hotchkiss); (25) "Presidents and Chief Academic Officers of Community Colleges" (Louis S. Albert); (26) "Chief Academic Officers" (Leo M. Lambert); (27) "Academic Deans" (Deryl R. Leaming); and (28) "Chairs as Institutional Leaders" (Daniel W. Wheeler). Part 7, "Conclusion," contains: (29) "Some Final Observations" (Robert M. Diamond). An appendix lists participants at conferences of the National Academy for Academic Leadership. A glossary is also included. Most chapters contain references. (SLD)

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